



Ministerie van Binnenlandse Zaken en  
Koninkrijksrelaties

# Diversity management

Addressing Gender Objectives in  
the Dutch Senior Civil Service



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# Office for the Senior Civil Service

The Senior Civil Service (SCS ) comprises all the managers in central government who have integrated executive responsibility for people and resources.

The Office for the Senior Civil Service (SCS Office) works together with department advisors to coordinate management development within national government.



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# Four Main Objectives

Quality of the Public  
Policies

Quality of Decision-  
making Processes

(Future) Labor Market  
Situation

Equal Opportunities



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# Framework

Public Opinion

Charter "Talent to the  
Top"

Government Objective

Goals per department

Role of SCS



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# Instruments

Awareness raising

Merit-based selection

Women in selection  
committees

Monitoring % of  
women on long list  
and shortlist

Monitoring % of  
women in executive  
MD-program



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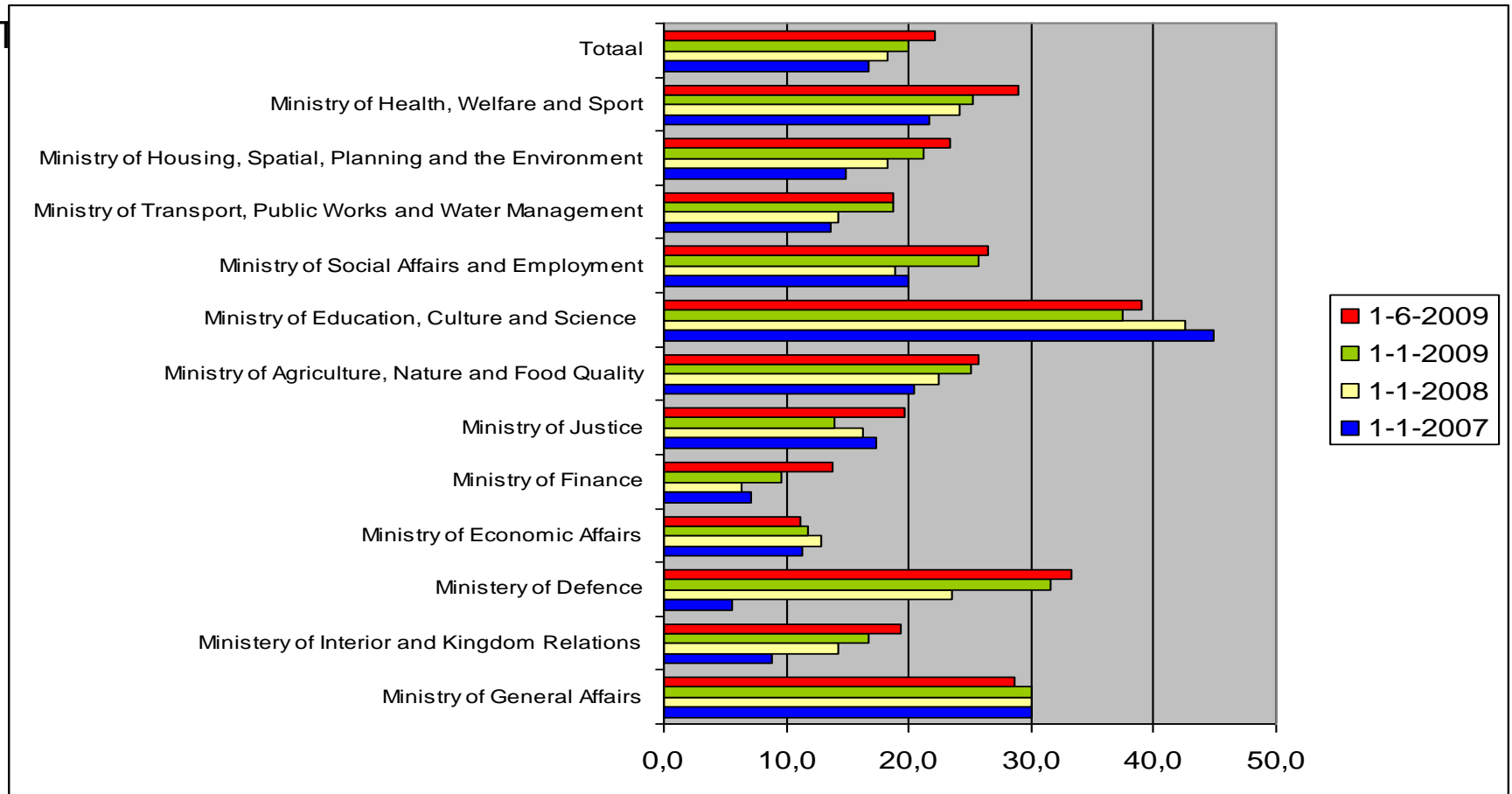
# Monitoring

Annual Report to the  
Government

Report to the  
Secretaries-General



# Percentage of Women per department







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# Percentage of women per level

(all  
departments)

Level	Year	% women
Junior administrative officers	2007	39,5%
	2008	39,4%
	2009	39,3%
Senior administrative officers	2007	48,1%
	2008	48,6%
	2009	49,0%
Junior policy officers	2007	35,6%
	2008	36,1%
	2009	36,5%
Senior policy officers	2007	21,6%
	2008	22,5%
	2009	22,9%
Senior civil servants (management)	2007	16,1%
	2008	18,2%
	2009	18,9%



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# Percentage of women per level

(Ministry of  
Culture,  
Education and  
Science )

Level	Year	% women
Junior administrative officers	2007	45,5%
	2008	47,1%
	2009	40,3%
Senior administrative officers	2007	69,0%
	2008	69,4%
	2009	69,9%
Junior policy officers	2007	46,4%
	2008	46,5%
	2009	47,0%
Senior policy officers	2007	33,6%
	2008	34,9%
	2009	35,2%
Senior civil servants (management)	2007	42,9%
	2008	36,4%
	2009	33,3%



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# Percentage of women per level

(Ministry of  
Finance )

Level	Year	% women
Junior administrative officers	2007	48,6%
	2008	52,2%
	2009	51,6%
Senior administrative officers	2007	40,6%
	2008	40,9%
	2009	41,2%
Junior policy officers	2007	20,3%
	2008	20,6%
	2009	20,9%
Senior policy officers	2007	16,4%
	2008	16,8%
	2009	17,1%
Senior civil servants (management )	2007	1,9%
	2008	1,7%
	2009	4,8%



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# Main Achievement

The percentage of women in decision making position has risen from 16.7 % in January 2007 to 22.1% in June 2009.



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# Remaining Challenges

Tailor-made  
interventions “slow”  
departments

Implementing gender  
policies in regular  
work processes

Creating an inclusive  
culture